

CONCORDIA UNIVERSITY  
FACULTY OF COMMERCE AND ADMINISTRATION  
MINUTES OF FACULTY COUNCIL MEETING  
FRIDAY, SEPTEMBER 18, 1992

**Present:** C. A. Ross, Chair

**Members:** D. Acland (M.B.A.), B. Ashforth (Mana.), B. Barbieri (Mktg.), U. de Brentani (Assoc. Dean), A. Bulgak (Mech.Eng.), A. Christopoulos (CASA), J. Dracontaidis (CASA), C. Draimin (Assoc. Dean), G. Edwards (CASA), V. Fragiskos (CASA), M. Franklin (Mana.), K. Gheyara (Acco.), Z. Gidengil (Mktg.), S. Goyal (DS&MIS), A. Hochstein (Fina.), F. Hoffman (Lib.), A. Jalilvand (Fina.), G. Kanaan (Acco.), N. Kaminaris (CASA), J. Kelly (Mana.), V. H. Kirpalani (Mktg.), M. Kusy (Dean, Grad.Studs.), B. MacKay (VRA), J. Mrenica (CASA), J. Nader (Assoc. Dean), J. Oberg-Muller (Liaison), D. Otchere (Econ.), L. Prendergast (Reg.), G. S. Rajan (Mana.), G. Riccio (CASA), L. Shanker (Fina.), F. Simyar (Acco.) T. J. Tomberlin (DS&MIS)

**Guests:** S. Bishin (FC&A Comm.Off.), J.-P. Brunet (EMBA), C. Kayem (CGSA)

**Absent with regret:** K. Argheyd, R. O. Wills

**Call to Order**

The meeting was called to order at 09:35

The Chair welcomed members of Council. After members had the opportunity to introduce themselves, the Chair called for a moment of silence out of respect for the victims of the August 24th tragedy.

IT WAS MOVED BY K. GHEYARA AND SECONDED BY G. S. RAJAN THAT FACULTY COUNCIL SEND A MESSAGE OF CONDOLENCE TO THE FACULTY OF ENGINEERING AND COMPUTER SCIENCE AND THE RESPECTIVE DEPARTMENT CHAIRS IN THE ENGINEERING FACULTY, AS WELL AS TO THE CHAIR OF THE DEPARTMENT OF CHEMISTRY, THE FACULTY UNION AND THE FAMILIES OF THE VICTIMS OF THE TRAGEDY OF AUGUST 24TH, 1992.

THE MOTION WAS CARRIED UNANIMOUSLY.

**Closed Meeting**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

III Open Meeting

IV Approval of Agenda, CAFC-92-06A

IT WAS MOVED BY M. SHARMA AND SECONDED BY N. KAMINARIS THAT THE AGENDA, CAFC-92-06A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED UNANIMOUSLY.

V Approval of Minutes of Previous Meeting, CAFC-92-05M

The minutes of the Faculty Council meeting held Friday, May 22, 1992, were approved as presented.

VI Chair's Remarks and Question Period

The Chair announced that the funds raised by this year's Concordia Shuffle would be used for an endowment fund in memory of Professors Douglas, Hogben and Saber. Everyone was encouraged to participate in the event. The Chair urged participation in for the Environment conference, which is sponsored by the Concordia Accounting Society, and is scheduled to take place on Thursday, September 24th. In addition, the Chair reminded council members to attend the Faculty of Commerce and Administration Faculty Assembly which is scheduled Friday, October 9th, at 12:00.

The Chair advised that the response to the Faculty Review Report is expected to be on the agenda of the next Faculty Council meeting.

The Chair announced that an endowment award has been donated to the University by Professor Howard Ripstein in the amount of approximately \$12,000 over the next three-year period. The award is to be given to Concordia students who rank the highest on the Uniform Final Examinations of the Order of Chartered Accountants of Quebec. The Chair congratulated F. Simyar for his influential role in this endeavour. Members of Council extended a vote of thanks to F. Simyar. The Chair noted that he expected this issue to be included on the agenda of the next Faculty Council meeting.

F. Simyar stated that over the last year three other scholarships have been secured for successful U.F.E. candidates, one for \$3,000 and two for \$500 each.

The Chair advised that the commendable efforts of the Coop Committee over the summer will result in a work/study proposal for the Departments of Accountancy and DS&MIS which is expected to be presented to Faculty Council in the near future.

The Chair announced that classes have begun for the first class of 15 A.M.B.A. students and noted that Bill Taylor welcomes visitors to the new facilities which are situated on the eighth floor of the Faubourg Building. The Chair also advised that the CIDA project which is funding the exchange programme between the University of the West Indies and Concordia is operational - R. Curnew is on his way to the University of the West Indies and two students and one faculty member from UWI are at Concordia to familiarize themselves with the offerings of the Department of DS&MIS. He noted that the programme spans a five-year period with a financial commitment of approximately \$200,000 per year from CIDA.



In conclusion, the Chair stated that in light of the tragic events of August 24th he has been prompted to call attention to how business is conducted in Faculty Council. He strongly encouraged an atmosphere where vigorous debate can take place while at the same time every effort is made to maintain a sense of courtesy and to focus on specific issues.

Concern was expressed that the recording of the proceedings of the Faculty Council may be inhibiting to free and open discussion. Further, concern was expressed that there is no legal protection from possible repercussions for speakers.

**IT WAS MOVED BY M. FRANKLIN AND SECONDED BY G. S. RAJAN THAT THE RECORDING DEVICE BE ELIMINATED FROM FACULTY COUNCIL MEETINGS.**

It was indicated that the recording is essentially a secretarial aid.

The Chair stated that he recalled meetings, prior to using the recording, where 50% - 60% of the meeting was spent debating the contents of the minutes. He advised that other Faculty Councils and Senate use recorders. With regard to what becomes of the tapes, the Chair advised that once the minutes have been approved, the tapes can be destroyed or reused.

In support of the motion, it was recommended that a simple report which would omit names and summarize the decisions made would be preferable. It was argued that during the course of Council proceedings, it is unlikely that anything should be said that would cause repercussions.

**THE MOTION WAS DEFEATED - 4 in favour, 22 opposed, 3 abstentions.**

A concern was raised about providing students with security procedures. C. Drainin agreed to look into this issue.

With regard to the Concordia Shuffle, it was suggested that there may be fewer participants this year in that it is taking place on a teaching day rather than on a Friday as in the past.

A brief discussion ensued regarding the decrease in enrolments in the Faculty. Although the Faculty quota was met, applications were down. The Chair agreed to put the issue of decreasing enrolments on the agenda of the next Faculty Council meeting.

The issue of large class size was discussed - it was pointed out that in 400 level case courses and specific seminars, an enrolment of fifty is a disservice to the students and appears to be contrary to the mission statement which commits to excellence in pedagogy and also to be contrary to the tradition of the University of having smaller classes. Various ways in which the classes become over-enrolled after the department has set the capacity were reviewed.

With respect to concerns about enrolment, it was noted that the staff in the Associate Dean's Office, Undergraduate Academic and Students visit both English and French CEGEPs for recruitment purposes.

In conclusion, the Chair advised that he would distribute enrolment figures at the October 9th Faculty Assembly.

**VII Business Arising from Previous Meeting**

**1. Elections - CAFC-92-04A-03**

The following resolution was moved by J. Mrenica and seconded by G. Edwards:

**BE IT RESOLVED THAT the Committee on Faculty Elections Procedures be created.**

**BE IT FURTHER RESOLVED THAT the mandate of the committee shall be to investigate the alternative procedures of elections and to make recommendations to Faculty Council no later than its January meeting.**

**BE IT FURTHER RESOLVED THAT the committee be composed of a member of the Decanal Team, to be selected by the Dean, one (1) faculty member per department to be selected by the respective department Chairs, two (2) undergraduate students, and one (1) graduate student, to be selected by the appropriate student associations.**

**BE IT FURTHER RESOLVED THAT the committee shall select a Chair from among the members of the committee.**

During the subsequent discussion, it was suggested that the committee be elected by a faculty-wide election process. It was pointed out that the first step for the committee would be to verify that the powers of Council, such as electing representative to Senate and the committees of Senate, can be delegated to the faculty-at-large.

The mover and the seconder agreed to amend the motion to read:

**"... one faculty member per department, to be elected by the department..."**

It was moved by A. Jalilvand and seconded by L. Shanker that the motion be amended to read: **"... that a committee of six persons be struck, five faculty members be elected by the faculty-at-large and one by the students."**

The mover disagreed with the proposal stating that equity amongst the departments is a key issue within the Faculty.

The reduction in the number of student representatives was questioned. It was noted that students will lose their voice in faculty elections if elections are moved from Council to the faculty-at-large.



The mover and the seconder of the amendment agreed to include two student members, one graduate and one undergraduate.

The amendment was defeated: 10 in favor, 13 opposed, 4 abstentions.

An amendment was proposed that one seat of the committee be set aside for one member of Faculty Council to be appointed by the Faculty Council.

The question was called.

THE MOTION WAS CARRIED: 23 in favor, 3 opposed, 1 abstention.

VIII Report: Commerce Undergraduate Curriculum Committee

There was no report.

IX Report: Graduate Studies and Research

With regard to Graduate Studies, U. de Brentani announced that Dr. Hao Zhang who graduated from the Ph.D. programme in Fall 1991 won the 1992-93 Harvey Rorke Memorial Prize for the best doctoral dissertation on a Canadian investment topic. In addition, she announced that Dr. Zhang has obtained an SSHRC Research Grant, an internal grant and a merit award from Laurentian University where he is currently employed. U. de Brentani commented that Dr. Zhang's success can be regarded as an attestation of the excellence of the Ph.D. programme. With regard to enrolment, it was reported that six new students have been admitted to the Ph.D. programme as a direct result of recruitment efforts conducted last year.

With regard to research, U. de Brentani advised that all new faculty members who began in June succeeded in obtaining a start-up grant and she mentioned that a few Commerce faculty members attended the SSHRC summer workshop this year. In conclusion, U. de Brentani announced that M. Ibrahim has agreed to coordinate the production of the Academic Activities book - faculty members were encouraged to participate and help to meet deadlines date by updating their C.V.s and sending the required information to M. Ibrahim as quickly as possible.

It was suggested that teaching excellence which is a major part of academic scholarship be included in the publication.

In response to a question, the Chair confirmed that R. O. Wills is currently working on setting up the structure to review the undergraduate curriculum. It was noted that the structure appears to include one body to prepare documents for review and another body responsible for reviewing the documents. The Chair agreed to ask R. O. Wills to report to Council on the status of the curriculum review at the next meeting of Faculty Council.

X Reports from Faculty Representatives on University Committees.

With the exception of item no. 3 below, there were no reports from committee representatives.

1. University Senate
2. Arts and Science Faculty Council

3. Senate Academic Planning and Priorities Committee

A. Hochstein reported that at the last meeting a sub-committee of SCAPP, with a mandate to consider planning for the University, presented preliminary findings from their deliberations - It is expected that there will be further information for the next meeting of Council.

4. Senate Academic Programmes Committee

5. Senate Research Committee

6. Academic Services Committee

7. University Library Committee

8. Fellowships, Scholarships and Awards Sub-Committee

9. Sub-Committee on Academic Computer Policy

10. Computer Resource Committee

11. Board of Governors

12. Council of Graduate Studies

13. Student Administrative Services

XI Reports from Student Associations

C.A.S.A. Report

N. Kaminaris distributed the CASA agenda to all members of Council and advised that the book is the result of the enthusiastic efforts of the CASA Agenda Committee during the summer months. He reported that the computer lab is expected to be set up by the end of term or early in the next semester and noted that there appears to be a trend towards increased student activism. In addition, he advised that Orientation Week is currently underway, the Accounting for the Environment conference will take place on September 24th and, in closing, an invitation was issued to faculty members to attend a meet-the-professor- wine and cheese party to be held at Briskets at 7:00 p.m. after the conference.

XII New Business

XIII Other Business

1. Executive MBA Programme Annual Report to Faculty Council - CAFC-92-06A-01

P. Brunet was granted speaking privileges. Professor Brunet highlighted the contents of the report. During the discussion period, P. Brunet explained that the decrease in applications is partially due to new competition in Ottawa and Sherbrooke while emphasizing that the EMBA is responding by strong recruitment efforts, with particular emphasis on the francophone market. It was noted that a source of potential growth is women in management - an annual scholarship has been established for a woman in management to help increase the enrolment of female EMBA students. Concern was expressed about the low enrolment of female students in the Faculty's graduate programmes which is subsequently reflected in the number of female faculty members in Commerce.

In response to a question regarding the financial benefits derived by the faculty from such programmes as the EMBA or AMBA, P. Brunet reported that the EMBA contributes approximately \$60,000 to \$85,000 per year to the Faculty budget. He noted that it currently takes about \$900,000 to run the EMBA programme and that with this year's lower enrolment there is a \$250,000 shortfall from the previous year. He stated that his mandate this year is to trim the budget without reducing



the quality of the programme. With respect to the AMBA programme, P. Brunet confirmed that there is synergy between the EMBA and the AMBA programmes - the AMBA make use of the EMBA facilities based on budgetary arrangements amenable to both programmes. In addition, he noted that recruitment efforts are being combined and other joint projects are being planned.

The Chair pointed out that the current slump in the airline industry has had a negative impact on the enrolment projections for the AMBA programme which will leave the programme in a deficit situation at year-end but he stressed that he is confident of a turn-around within the next two or three years. The Chair advised that he would provide more financial details at the Faculty Assembly, October 9th. An accounting of Faculty administration's disbursement of the monies contributed was requested. P. Brunet responded that \$15,000 per year is allotted to the MBA Case Competition which is approximately 40% of the MBA Case Competition budget and the balance is used for Faculty research grants. The Chair stated that he intends to address this issue at the Faculty Assembly - he noted that for the last two years most of the \$60,000 from the EMBA went to reduce the deficit of the Faculty.

In response to a comment that not many faculty members were teaching in the EMBA programme, P. Brunet noted that seventeen of eighteen classes are taught by the Commerce faculty, one exception was filled by an external candidate as there was no one on faculty prepared to teach the topic. He invited all faculty members interested in teaching in the EMBA to make an application - a special invitation was made to female faculty members.

The Chair agreed with the comment that the monies generated by ancillary programmes should be used to further the goals of the Faculty rather than be used to pay off the Faculty deficit. He urged everyone to attend the Faculty Assembly where this issue will be explained in detail.

In conclusion, P. Brunet asked that potential students be directed to him. He advised that the 1993-94 class is 53% francophone - in addition to the tutorials in accounting and the quantitative areas, a six-week tutorial in business English will be held during the summer.

A vote of thanks was extended by the members of Faculty Council for P. Brunet's efforts on behalf of the Faculty.

## **2. Faculty Council Elections**

### **. Faculty Council Steering Committee**

S. Goyal, G. Kanaan and G. S. Rajan were elected to serve on the Faculty Council Steering Committee. The term of appointment is one year, September 1992 - September 1993. A new Faculty Council Steering Committee is elected at the first Council meeting of the 1993-94 academic year. G. S. Rajan will serve for the period September - December 1992 at which time he will take sabbatical leave. A replacement for G. S. Rajan will be elected prior to the January 1993 meeting of Faculty Council.

**.University Library Committee**

M. Ibrahim was elected to replace C. Draimin on the University Library Committee for a three-year period terminating May 31, 1995.

3. **FC&A Faculty Council Membership Update**

The Chair commented that there are two issues involved in the proposed update, the first stems from a request from the representative of faculty members holding Limited Term Appointments to have specific representation on Faculty Council, the second involves a request from CASA to have the undergraduate representation be changed to eight undergraduate students rather than four part-time and four full-time undergraduate students to reflect the evolution in the student body whereby there is no clear distinction between part-time and full-time students.

With regard to the request for representation for faculty members with Limited Term Appointments, the Chair noted that the current composition of Faculty Council, document A-32, provides for "two (2) Lecturers and/or Assistant Professors, elected by the full-time faculty members in the Faculty of Commerce and Administration, if possible one from each campus, for a three-year term. He pointed out that this category allows representation for LTA faculty members. He further pointed out that if a motion were to be adopted giving the LTA faculty a specific category for representation on Council, it would be logical to change the current document to read: two (2) Professors, two (2) Associate Professors, two Assistant Professors, and one or two Lecturers, depending on decision of Council.

It was noted that a number of "housekeeping" matters needed to be dealt with.

**IT WAS MOVED BY N. KAMINARIS AND SECONDED BY J. MRENICA THAT FACULTY COUNCIL INVITE REPRESENTATION FROM THE DEPARTMENTS OF MECHANICAL ENGINEERING AND COMPUTER SCIENCE AND THE LIAISON OFFICE FOR THE 1992-1993 ACADEMIC YEAR AND THAT THE COMPOSITION OF FACULTY COUNCIL, OFFICIAL DOCUMENT A-32, BE AMENDED TO REFLECT THE TITLE CHANGE OF THE ASSOCIATE DEAN: FROM ASSOCIATE DEAN, ADMINISTRATIVE AFFAIRS TO ASSOCIATE DEAN, ADMINISTRATION AND HUMAN RESOURCES.**

**THE MOTION WAS CARRIED UNANIMOUSLY.**

**IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. CHRISTOPOULOS THAT FACULTY COUNCIL RECOMMEND TO SENATE THAT THE COMPOSITION OF FACULTY COUNCIL, OFFICIAL DOCUMENT A-32, BE AMENDED TO CHANGE THE REPRESENTATION OF UNDERGRADUATE STUDENTS FROM: TEN (10) STUDENTS FROM THE FACULTY OF COMMERCE AND ADMINISTRATION - FOUR (4) FULL-TIME UNDERGRADUATE STUDENTS, FOUR (4) PART-TIME UNDERGRADUATE STUDENTS, AND TWO (2) GRADUATE STUDENTS; TO: TEN (10) STUDENTS FROM THE FACULTY OF COMMERCE AND ADMINISTRATION - EIGHT (8) UNDERGRADUATE STUDENTS AND TWO (2) GRADUATE STUDENTS.**



Strong concern was expressed about eliminating the category of part-time students. It was pointed out that part-time students have historically been the basis of the University and the Faculty. It was suggested that the part-time students be surveyed to find out how they feel about being represented by full-time students. It was argued that in practice there is no distinction between full-time and part-time students. It was also argued that most part-time students are evening students who work Monday through Friday reducing the probability of finding one or four part-time students who are available on Friday mornings to attend Council. The mover stated that until recently the CASA executive were not aware of the terms of the membership of Council and have emphasised that the student distribution provide equitable representation by department affiliation. It was further argued that full-time students often take classes in the evening and have the opportunity to communicate with part-time students. It was suggested that to fulfil the balance of part-time/full-time student representation it may be necessary to hold Faculty Council on Saturdays.

It was suggested that the motion be amended to have two part-time student representatives. The mover did not agree to the amendment. It was again argued that students should represent all areas of the Faculty regardless of part-time or full-time status. It was emphasized that part-time students have different concerns from full-time students and eliminating their right to be represented with their feedback is not acceptable. It was noted that the change to eight undergraduate students does not preclude representation by part-time students. It was commented that there may be a problem since some students currently on Council are technically ineligible for service on Council.

**THE MOTION WAS DEFEATED (12 in favor, 13 against, 1 abstention).**

T. Trainer was granted speaking privileges to speak on behalf of the faculty members with Limited Term Appointments. T. Trainer stated that LTA faculty are currently the only category within the Faculty who are not represented on Council. On behalf of the LTA faculty, she asked for one or two seats on Faculty Council. She explained that the rationale for two seats is that the LTAs are subdivided into two groups, those who are grandparented and those who are not - the groups have different contractual agreements and therefore different needs.

**IT WAS MOVED BY F. SIMYAR AND SECONDED BY K. F. GHEYARA THAT FACULTY COUNCIL RECOMMEND TO SENATE THAT THE COMPOSITION OF FACULTY COUNCIL, OFFICIAL DOCUMENT A-32, BE AMENDED TO ADD TWO (2) SEATS FOR LIMITED TERM APPOINTMENT FACULTY MEMBERS, ONE (1) SEAT TO BE DESIGNATED FOR A GRANDPARENTED LTA FACULTY MEMBERS MEMBERS AND ONE (1) SEAT TO BE DESIGNATED FOR A NON-GRANDPARENTED LTA FACULTY MEMBERS.**

The notion of a category based on contractual agreement was questioned, it was pointed out that all other categories are based on rank. As a point of clarification, the mover stated that the motion concerns all LTA appointments, Visiting Assistants, Sessional Lecturers, etc..

The expansion of the membership of Council was questioned. It was pointed out that LTA can obtain a seat on Council as representatives from the Lecturer category. It was suggested that the concerns of LTA faculty can not totally be addressed by obtaining representation on the Council.

The mover explained that in the Accountancy Department there are nineteen full-time tenure track faculty, who are eligible for sabbatical leave and administrative assignments, and approximately thirteen limited term appointment faculty members, who do most the teaching in the department - limited term appointment faculty are the only faculty members who teach in the Diploma in Accountancy (CA) programme. He stated that it seems logical to promote representation on Faculty Council for faculty members who teach approximately 50% of the courses in the department of Accountancy and approximately 30% of the courses in the Faculty.

It was suggested that a mechanism be put in place to prevent possible over-representation of LTA faculty in that they could obtain seats at the rank of Assistant as well as at the rank of Lecturer. The Chair noted that LTA is not an exclusive category - in the past the Faculty has hired Visiting Professors and Visiting Associate Professors. The Chair again recommended that the focus stay with the rank rather than the terms of the contract.

As a point of clarification, the Chair confirmed that the category Lecturer includes all Sessional Lecturers.

It was suggested that the composition of Council specify one (1) Assistant Professor and one (1) lecturer which would provide LTAs with the opportunity to have representation on Council without increasing the size of the membership.

**IT WAS MOVED BY C. DRAIMIN AND SECONDED BY L. SHANKER THAT THE MOTION BE AMENDED SO THAT THE REVISED COMPOSITION OF THE MEMBERSHIP OF FACULTY COUNCIL PROVIDE ONE (1) POSITION FOR ASSISTANT PROFESSOR AND ONE (1) POSITION FOR LECTURERS.**

It was pointed out that if this amendment were adopted, one of the Assistant Professors elected to Council may have to withdraw. It was argued that one seat does not adequately represent the LTA faculty members who compose approximately 30% of the total faculty. It was also argued that historically an LTA faculty member has never been elected to the category designated to Assistant/Lecturers. With regard to the perspective of students, it was argued that one seat would not fairly represent 30% of the faculty who make a major contribution to the Faculty and students through their dedication to teaching excellence.

With regard to a concern about LTA faculty who have nine-month contracts, the Chair stated that the administration is currently considering the nine-month vs. twelve-month LTA contract issue.



With regard to concerns about over-representation of LTA faculty, it was underlined that the composition of Council provides for two faculty members from each department and members of the decanal team who historically have not been selected from among the ranks of Lecturers. With regard to the proposed amendment, it was argued that, if adopted, the ranks of Assistant Professors would, without consultation, have a reduced representation at Council. It was further argued that the previous motion had just been defeated on this basis.

The question was called for the proposed amendment to the main motion: The amendment was defeated - (11 in favor, 15 opposed, 1 abstention).

A MOTION TO TABLE WAS CALLED (23 in favor, 2 opposed, 1 abstention).

THE MOTION WAS TABLED.

A MOTION TO ADJOURN WAS CALLED. THE MEETING ADJOURNED AT 12:55.

XIV

**Next Meeting**

The next meeting of Faculty Council will take place on Monday, October 19, 1992. This is a special meeting called by the registrar for the approval of Fall Graduates. Regular business will be dealt with after the completion of the approval process. The meeting will take place at 09:30, in room GM403-2, SGW Campus.